



INCIDENT & INJURY-FREE

SAFETY WITHOUT COMPROMISE



DURRAT AL BAHRAIN
Creating Land for the Future



WHAT DOES IT MEAN TO HAVE AN INCIDENT & INJURY FREE CULTURE?

- > Caring for your coworkers
- > Speaking up when you see something unsafe
- > Planning activities and asking questions
- > Changing from complying with safety practices to adopting them as the standard



- > Taking responsibility for your own safety and the safety of those who work with you
- > Acknowledging your importance to the company and its operations
- > Choosing to follow safety rules because you want to not have to



It's about going home safely every day !



What led us to begin our
Journey towards a Zero-Injury
Culture

*Dredge Alaska –
In a Northeaster off
West Hampton Long Island*

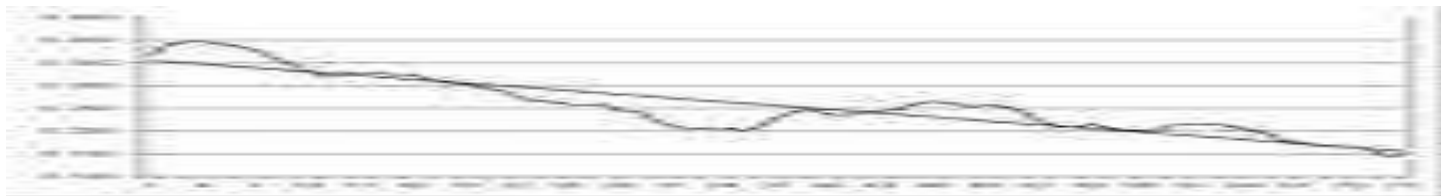


TRADITIONAL SAFETY AT GLDD

Started to develop formalized Safety Department	Implemented Responsible Carrier Program (Tugboats) Input EM 385	Implemented International Safety Management Code (Hopper Ships)	Implemented Dredging Safety Management Program (All Operations)	Significant progress in 9 years Safety Department (staff of 9) Implemented standardized procedures, policies, company safety manual Safety training
1996	1999	2001	2002	2004

-our TRIR dropped >50% between 1996 and 2004

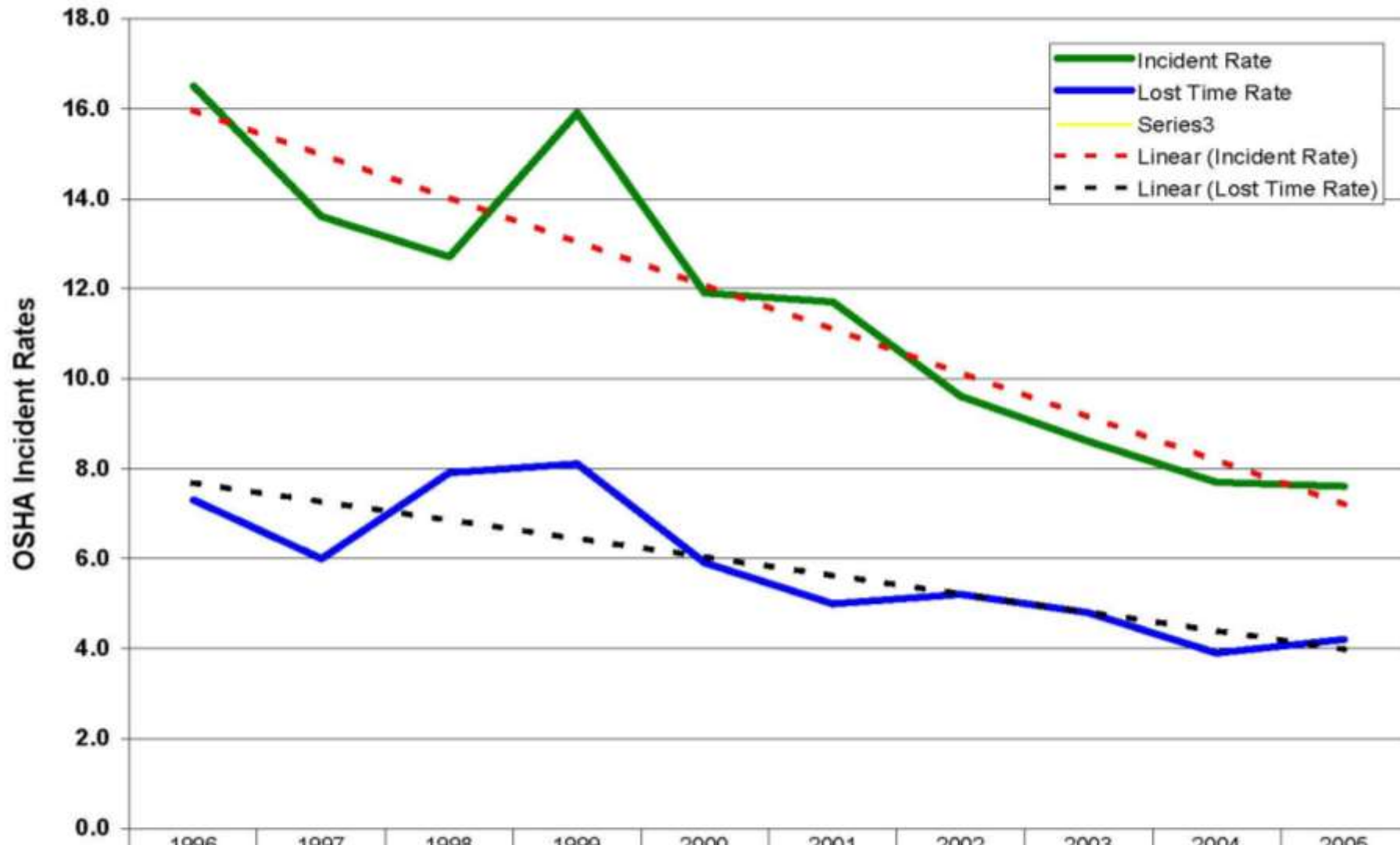
We had a typical 'Traditional' Safety Structure and thought we really had dredging safety figured out!



The trend line was on the right path!



Great Lakes Dredge & Dock Company
Incident Rates
 (Incidents X 200,000/manhours)

[illegible]



➤ A NEEDED CHANGE IN OUR SAFETY CULTURE?

We Had Hit a Brick Wall

- > By 2005 gains became more difficult to achieve
- > Great systems, procedures and training in place, but people were still getting injured

Where Do We Go Next?

- > Something was missing and frustration was setting in
- > We didn't know how to break through to the next level in safety performance



INCIDENT & INJURY FREE

- It's a process of 'realignment' of a company's safety culture developed by JMJ Associates
- A change in safety attitudes from simple compliance with rules and regulations to a mindset that intends to eliminate work related incidents and injuries all together.
- Chevron, Skanska, Bechtel and other larger international companies had embraced IIF
- Manson 2004, Great Lakes 2005, Weeks Marine 2008



INCIDENT & INJURY FREE

- High Performance Safety Commitment Workshops
 - a. Examine current safety efforts
 - b. Explore individual and collective actions required to effect change
 - c. Discuss the challenges, issues and barriers to achieving extraordinarily safety performance
 - d. Provide training to develop skills to translate our commitment into effective action

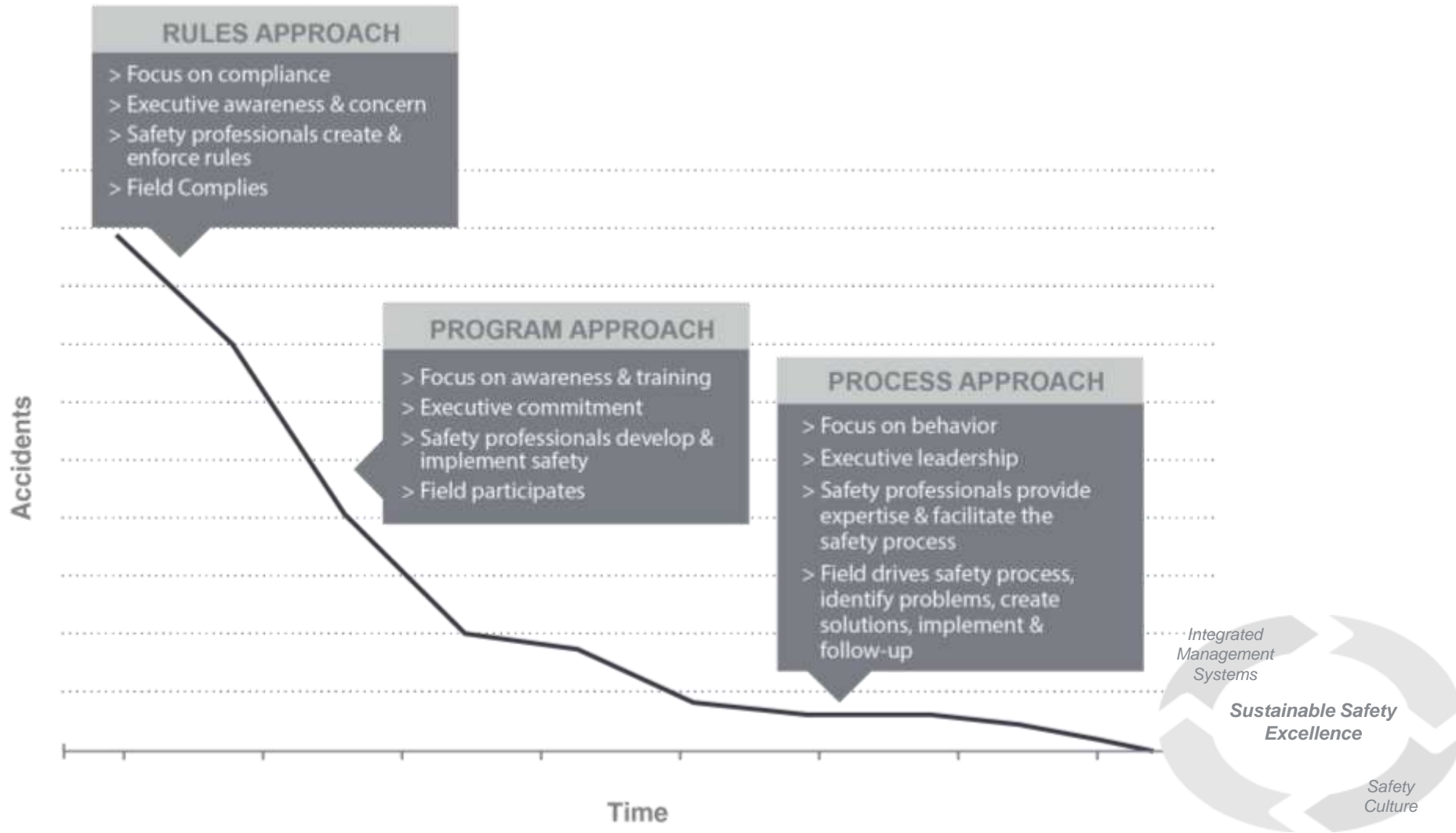
- Rather than focus on accident prevention, the focus needs to be on forming a proactive commitment to create an incident and injury free work environment

Would this be acceptable today?





A TRANSITION FROM RULES TO PROCESSES





VISIBLE EXECUTIVE LEADERSHIP & COMMITMENT



- This is a journey that requires executive and senior management's unwavering commitment and leadership.
- Personal accountability and modeling of safe work practices
- Regular and continuous safety messages and contacts in all directions
- Safety built into every department and all aspects of project planning, estimating and execution
- Holding yourself and your Senior and Project Managers accountable
- Participating in SLT's, Project Launch Meetings and Captains and Chiefs meetings





FRONT LINE SUPERVISOR SAFETY LEADERSHIP



- Modeling S.H.E. values and principles daily
- Inspiring and influencing employees' safety attitudes and behaviors
- Redirecting less-safe behaviors, coaching and holding employees accountable for unsafe acts
- Current, working knowledge of GLDD SMS
- Providing positive recognition and constructive feedback
- Balancing project-wide performance in quality and productivity with safety without assigning priority- Safety is seen as a CORE VALUE





EMPLOYEE SAFETY OWNERSHIP

Championing own and co-workers' safety
24/7/365

Safety periphery up and strong, seeking out and managing risk for all

Intervening with peers to prevent unsafe acts



Understanding and using their Stop Work authority

Reporting Near Misses

Actively participating in JSA before each job task and when people or conditions change

****Carrying safety home where
90% of incidents occur***



David L. Zimmerman

Rose T. Carl

W. H. H. H.

W. H. H. H.

Atlantic Dawn

Atlantic Dawn

Atlantic Dawn

Atlantic Dawn
Bobby Cox

Atlantic Dawn

M. Clark

Atlantic Dawn

Richard S. M. S.

Great Lakes Dredge & Dock Company, LLC

Safety Commitment Statement

All GLDD employees are committed to an Incident- and Injury-Free (IIF) work environment, in which we return safely to our families.

In this work environment:

- We care for each other and treat each other with respect and dignity through open and honest communication.
- We work safely because we want to rather than because we have to.
- We always seek out a safe course in performing our daily operations.
- We take visible and proactive responsibility for our safety and our co-workers' safety, and we will not accept unsafe actions from ourselves or others.
- We stop unsafe actions without fear of repercussion.
- We elevate safety issues that can not be resolved on our own or with our immediate supervisor to a member of the Safety Leadership Team.
- We continuously develop, improve, and use tools and resources to keep ourselves and one another safe.
- We require all vendors and subcontractors to participate in GLDD's IIF work environment.
- We raise safety awareness as a part of our everyday life at work and at home.



Atlantic Dawn

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SAFETY PROCESSES AND TOOLS



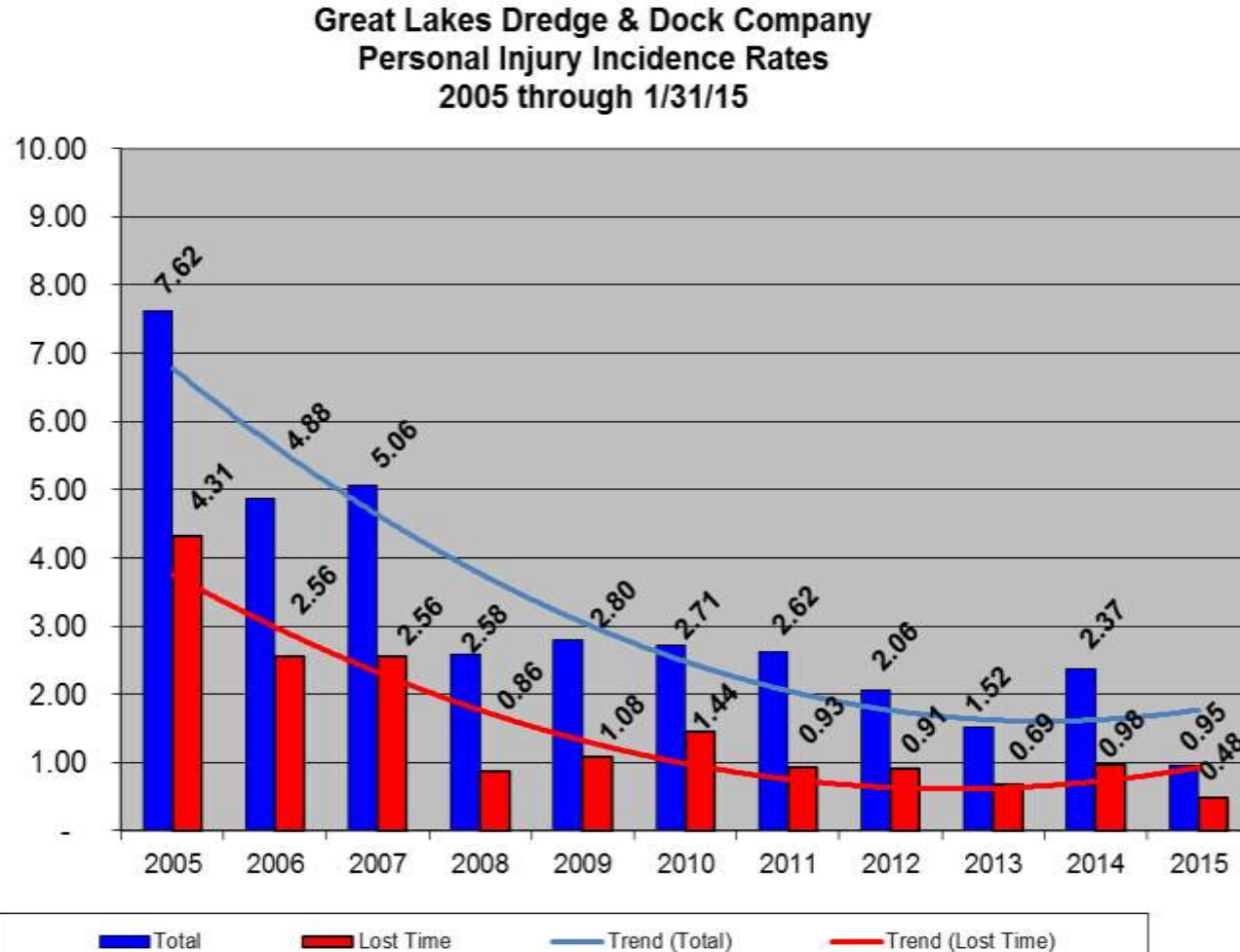
- > Safety team embedded in Operations
- > Developed 2-year Safety Action Plans
- > “Skill building: *Transformative Safety and Leadership from Within*”
- > New hire and Subcontractor orientation materials and process
- > *Ongoing, simultaneous communication, leadership, project management, and responsibility for results*
- > *Success through middle management—critical link to enacting top and bottom safety commitment*
- > Multiple Cause Incident Analysis
- > Adopt-a-Dredge & Safety Liaisons





GLDD PERSONAL INJURY INCIDENCE RATES

*Benefits of
Driving to
Zero*



Incidence Rate = (# of injuries & illnesses ÷ total hours worked) X 200,000





CURRENT SUCCESSES



- ▼ Decrease in incident claims and medical costs
- ▼ Significant reduction in insurance premiums
- ▼ Decrease in time spent by managers responding to incidents
- ▼ Reduction in equipment incidents & damage
- ▲ Increase in historic gains in project size and complexity
- ▲ Improved communications throughout divisions
- ▲ Access to bidding opportunities
- ▲ Improved employee morale and productivity
- ▲ Increase in bench of “Great Lakes-grown” managers and leaders



LIFE SAVING ABSOLUTES

2015 Initiative



- Safety absolutes are a tool we have seen other successful IIF companies use to support their drive to Zero Injuries
- The Wheatstone LNG Project in NW Australia introduced us to ‘Marine Absolutes’ which if breeched could result in serious injury or fatality.
- Great Lakes has adopted ‘Life Saving Absolutes’ which heighten focus on ten principle areas that involve extreme hazards. Practically for us, these Absolutes represent areas that must not be compromised for any reason.





> THE HUMAN SIDE

IF our 2005 Incident Rate was applied to the Man-Hours worked in 2014...

... 120 more employees would have sustained injuries on Great Lakes' projects last year than actually did.

